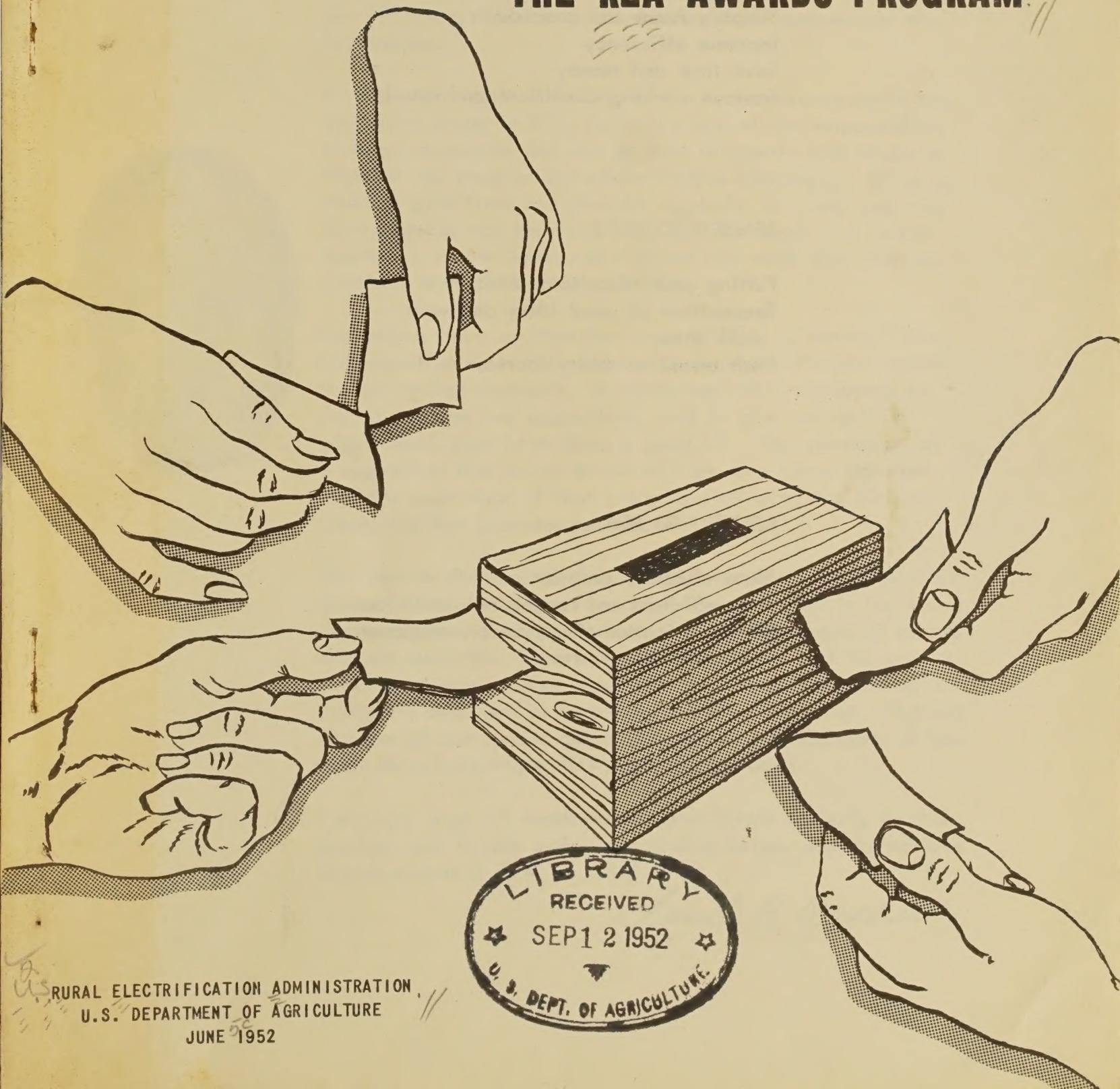


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# IMPROVING MANAGEMENT THROUGH THE REA AWARDS PROGRAM



RURAL ELECTRIFICATION ADMINISTRATION  
U. S. DEPARTMENT OF AGRICULTURE  
JUNE 1952

**REA WANTS YOUR IDEAS ON HOW TO**

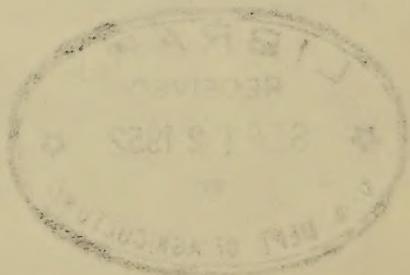
**Improve policy and operations  
Simplify forms and procedures  
Increase efficiency  
Save time and money  
Improve working conditions and morale**

**BENEFIT TO YOU**

**Putting your ideas into effect  
Recognition of good ideas and work  
well done  
Cash award or salary increase**

**BENEFIT TO REA**

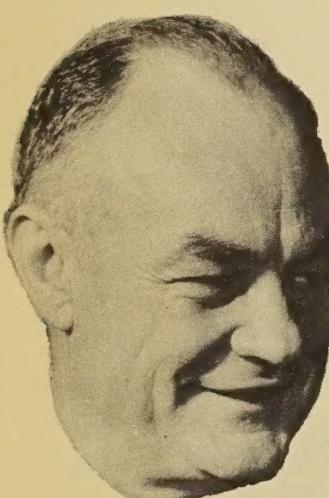
**More effective program  
More efficient and economical operations  
Better utilization of manpower, equipment,  
material, space, etc.**



## BETTER MANAGEMENT IS EVERYBODY'S BUSINESS

With the big defense job that REA has to do and with the limited staff and funds that are available, it is extremely important that all of us take every opportunity we can to make improvements and to utilize ideas that will help us - to simplify our operations, to save time or money, to increase our efficiency, and in any other ways to improve our effectiveness.

Management improvement is not the exclusive concern of any particular group in REA, but it is a part of the responsibility of every employee and unit to work diligently with others to improve our program and administrative operations. All of us need to give time and thought regularly to where and how improvements can be made - in our own work and in the operations of the Agency as a whole - in order that REA can continue to do the best job possible.



Supervisors have an important responsibility in accomplishing this objective since they are in a position to stimulate interest in making improvements, to encourage their employees to submit constructive suggestions, and to give recognition where employees have done a good job. The submission of a suggestion that earns an award from any group signifies that the supervisor of that group is displaying the kind of leadership that promotes constructive thinking.

The Awards Program of the Agency provides a very valuable means whereby employees can participate actively in improving the management and operations of REA. The types of awards that are available, how the program operates, and the ways in which you may receive credit for your ideas and accomplishments are described in some detail within this leaflet. Pictures of some of our recent award winners, and a discussion of how their ideas have helped REA, are also included.

I strongly urge all employees to participate actively in this program and to join with me in finding better ways to achieve the objectives of REA.

*Claude R. Wickard*

# Types of Awards

## EFFICIENCY AWARDS

This is a new type of award designed to encourage every supervisor and employee to contribute to improved management on his own job.

A cash award or salary increase may be given to employees and supervisors for suggestions in connection with their own work and for improved work performance, where identifiable savings result.

### RECENT AWARD WINNERS

FRANCES S. BANNISTER, Personnel Division, \$20. For developing a simplified system of procedures and forms in her unit.



EVERETT F. MOXLEY, Administrative Services Division, \$60. For a suggestion improving the procedure for mailing material allocation forms to borrowers.



MABEL RICHARDSON, Management Division, \$30. For suggested improvements in the handling of borrowers automobile insurance policies.



## CASH AWARDS FOR EMPLOYEE SUGGESTIONS

If you make a suggestion which is adopted for use and which has resulted or will result in improvement or economy of operations by way of monetary savings, increased efficiency, conservation of property, improved employee working conditions, better service to the public, or otherwise, you are eligible for an award under this program.

These suggestions must be for improvements that fall outside your line of duty, that is, are not a part of the normal requirements of your job.

## RECENT AWARD WINNERS

DALE B. BUNDY, Engineering Division, (Field), \$10. Suggestion that a directory of field representatives be prepared, listing the name, headquarters, address and telephone number of the field representatives of all divisions.

FLORENCE L. CLUCAS, Management Division, \$40. For suggested improvements in connection with handling contractors' affidavits.



ARTHUR L. FRANK, Management Division, \$10. Suggestion that "Jiffy" bags be used for packaging certain types of supplies instead of the standard method of wrapping packages.



AUGUST C. PETSCHE, Applications and Loans Division, \$40. For suggestion of an improved method of preparing maps used in connection with borrowers' system load studies.

CARROLL E. RAWLINGS, Administrative Services Division, \$10. Suggestion that new maps to be filed be put in pouches before forwarding to the Central Records Unit, thereby resulting in timesaving and increased efficiency.



HELEN L. RUSSELL, Management Division, \$10. Suggestion that monthly "Calendar of Meetings" be duplicated for distribution throughout the organization.

HELEN M. WATKINS, Accounting and Auditing Division, \$10. Suggestion that individual pay cards be prepared by the use of tabulating machine equipment.



## STEP-INCREASES FOR SUPERIOR ACCOMPLISHMENT

Employees not at the top of their grade may be awarded a one-step salary increase for superior accomplishment when they:

Have had sustained work performance meriting special recognition for at least three months, or

Have initiated a new idea, method, or device, or

Have performed a special act or service in the public interest.

Recommendations can be made at any time by any employee or supervisor, or the Awards Committee.

This year's winners have not yet been announced.

## HONOR AWARDS

Distinguished Service and Superior Service Awards are presented each year by the Department to individuals or groups of employees who have made exceptional contributions to the public, to agriculture or to the operations of the Department.

At the Sixth Honor Awards Program of the Department on May 15, 1952, the following four REA employees received the Superior Service Award for their exceptional contributions.



LEFT TO RIGHT: AWARD WINNERS, MARY B. SHEAHAN, JAMES M. McCUTCHEON, GUSTAV H. HELMHOLZ, MARGUERETTE M. HEDGE SHOWN WITH MR. WISE AND MR. SHEPPARD.

**MARGUARETTE M. HEDGE**, Information Services Division. For exceptional resourcefulness in initiating and developing informational material for rural electric and telephone systems which has contributed toward REA borrowers' clearer understanding of the electrification and telephone loan programs during this period of national emergency.

**GUSTAV H. HELMHOLZ**, Power Division. For an outstanding and significant contribution to more economical operation of Diesel generating plants by REA borrowers through introduction of the use of residual fuel oil, thereby making lower-cost power available to rural people.

**JAMES M. MC CUTCHEN**, Technical Standards Division. For his outstanding work in devising means for locating, suppressing and eliminating radio and television interference on rural power systems, and for his development and presentation throughout the country of a unique and original radio interference demonstration.

**MARY B. SHEAHAN**, Management Division. For meritorious service establishing an exemplary record in her work and for performing duties beyond the limits of her assignment with exceptional ability, resourcefulness and achievement during a period of emergency.

## How the Awards Program Operates

If you have a worthwhile suggestion or a recommendation or example of some particular performance or accomplishment which merits consideration for an award, it may be submitted either:

Directly to the Efficiency Awards Committee, Room 4024, or  
Through your supervisor, or  
Through the office of the Division Chief, or Area Office Director, or  
Through one of the suggestion boxes.

Suggestions should be well-thought-out and clearly presented. Write out your idea clearly and in full detail explaining:  
(1) The present situation  
(2) What you propose should be done  
(3) What your suggestion will accomplish

No special form is required, although Employee Suggestion Form AD-287 is

available for your use.

Recommendations and examples of performance or accomplishments should include a factual statement of the achievement together with the consequent benefits. You need not submit a formally documented case nor a recommendation for a specific award; an explanation of what has been done and the reasons why it is considered to be outstanding or meritorious is all that is needed, although sufficient information and facts should be included to enable the Efficiency Awards Committee to make a proper evaluation. Upon request, such nominations may be made orally before the Committee.

If you need assistance in developing and submitting your proposals, your supervisor and the Awards Committee will be glad to help you.

Where suggestions, performance or accomplishments have been made by more than one employee, or by a group of employees, all employees contributing, including supervisors, may share cash awards.

The REA Efficiency Awards Committee evaluates your proposals and is responsible for making or recommending all awards.

Cash awards and salary increases are not

the only ways that worthwhile suggestions and jobs well done will be recognized. Other types of recognition may include: Presentation of certificates of merit and appreciation, letters of commendation, insertion of award citations in personnel folders, promotional opportunities, etc. In evaluating employee contributions every effort is made to assure that proper recognition will be given for all deserving suggestions and accomplishments.

